

PROPOSAL PACKAGE

CC-GRCA###-07

**United States Department of the Interior
National Park Service
Grand Canyon National Park**

**Proposal to Provide
Guided Colorado River Trips within
Grand Canyon National Park**

**PROPOSAL PACKAGE
CC-GRCA###-07**

Proposal Submission Terms and Conditions

1. The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Draft Contract. The letter must bear original signatures and be included in the Offeror's Proposal Package. The National Park Service will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
2. The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new Concession Contract as the Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Draft Contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management, and other resources that the proposal offers.
3. This Prospectus advertises multiple Concession Contracts. You must submit a separate completed Offeror's Transmittal Letter and Proposal Package for each of the Concession Contract(s) for which you wish to apply. If you submit proposals for more than one Contract, the National Park Service will review each of your proposals on both an individual and an overall basis to ensure that you can carry out contractual requirements for each Contract and all Contracts for which you have submitted proposals. Upon review, if the National Park Service determines that you have not demonstrated this ability for each Contract and all Contracts, one or more of your proposals may be deemed non-responsive and/or may result in a lower score.

OFFEROR'S TRANSMITTAL LETTER

To: Michael Snyder
Director, Intermountain Region
National Park Service
12795 West Alameda Parkway
Lakewood, Colorado 80228
Attention: Concessions (IMDE-ACM)

Dear Mr. Snyder:

This Proposal Package is for guided Colorado River trips currently authorized by Concession Contract number CC-GRCA____-96 and currently held by _____. (SELECT THE CONTRACT NUMBER AND EXISTING CONCESSIONER'S NAME FROM THE LIST DETAILED IN THE BUSINESSES OPPORTUNITY SECTION, EXHIBIT 3-A, FOR WHICH YOUR PROPOSAL APPLIES.)

The Offeror hereby agrees to provide visitor services at Grand Canyon National Park in accordance with the terms and conditions specified in the Draft Contract No. CC-GRCA###-07, provided in the Prospectus issued by public notice as listed in the Federal Business Opportunities (www.fedbizopps.gov), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

The Offeror is enclosing the required "Proposal Package" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties of 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract, and the Prospectus, and that the Offeror has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 43 C.F.R. Part 42 the following:

- Any of the individuals or entities seeking participation in this Concession Contract are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.
- Within the three years preceding submission of the proposal, none of the individuals or entities seeking participation in this Concession Contract have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft,

forgery, bribery, falsification of records, making false statements, or receiving stolen property.

- None of the individuals or entities seeking participation in this Concession Contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the offenses.
- The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the proposal.

The Offeror, by submitting this proposal hereby agrees, if selected for award of the new Concession Contract:

1. To the requirements of the Draft Contract and this Prospectus.
2. To complete the execution of the new Concession Contract within thirty working days after it is presented by the National Park Service.
3. To provide the required services under the new Concession Contract on the effective date of the new Concession Contract.
4. To operate under the current, National Park Service approved rates to visitors, until such time as amended rates may be approved by the National Park Service and be subject to National Park Service determination of the appropriate method to determine rates.
5. [Include only if the Offeror is not to be the Concessioner under the Draft Contract.] To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources described in our proposal.

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF CORPORATE OFFEROR
(Offerors who are not corporations should skip this certificate)

I, _____, certify that I am the _____ of the corporation named as Offeror herein; that _____, who signed this proposal on behalf of the Offeror, was then _____ of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

SELECTION FACTORS

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA. Scoring: 0-5

Note to Offeror: This Principal Selection Factor is concerned with objectives that relate specifically to protecting, conserving, and preserving particular resources of Grand Canyon National Park (Park). Environmental objectives for improvement of the natural environment in general (waste reduction, fuel efficiency, and recycling) are addressed under Secondary Selection Factor 1. Please avoid overlap between your response here and your response to Secondary Selection Factors 1 and 2.

Service Objectives: The National Park Service's (Service) objectives under this Principal Selection Factor are for the Concessioner to protect, conserve, and preserve the natural and cultural resources of the Park. The Concessioner will provide visitor services on the Colorado River consistent with the Colorado River Management Plan. The Colorado River Management Plan can be found at: www.nps.gov/grca/crmp. The Concessioner will operate in proposed wilderness areas and adjacent to American Indian tribal lands. The Concessioner will manage the concession operations under the Concession Contract, including, but not limited to, the rules, regulations, requirements, and policies, and laws of Congress.

The Service's particular concerns include:

- Conserving the natural environment of the Park.
- Preserving the historic and cultural (archeological) resources of the Park and adjacent American Indian tribal lands.
- Protecting the wilderness character of the Colorado River corridor and lands with proposed wilderness designation in the Park.
- Providing appropriate levels of visitor use consistent with protection of visitor experience goals.
- Communicating to visitors the significance of natural and cultural resources and the importance of protecting them.

Further information on these objectives is provided in the Prospectus and in the following subfactors.

Questions:

Subfactor 1(a). Wilderness Character Protection.

Please discuss how you will limit harmful impacts to wilderness characteristics such as: clients' opportunities for solitude in a primitive setting, natural soundscapes, dark night

skies, and respecting other visitors' opportunities to enjoy the wilderness character of the Grand Canyon river corridor.

Subfactor 1(b). Cultural Resource Protection.

1. Protect Cultural Resources. Please describe how you will conduct your concession operations and manage clients to protect historic and cultural (archaeological) resources of the Park.

2. Communication to Clients. How and what will you communicate to clients about the importance of not entering or disturbing cultural sites and following laws that protect cultural resources?

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. Scoring: 0-5

Service Objectives: The Service's primary objective regarding necessary and appropriate visitor services at reasonable rates to be provided under the Draft Contract is for the Concessioner to deliver high quality visitor services in a safe manner. Though many factors influence these objectives, the Service has chosen to focus on the following areas:

- To ensure a high quality workforce.
- To provide guided Colorado River trips to clients who may not otherwise possess the equipment or skills needed to travel down the Colorado River and to enjoy the associated backcountry on their own.
- To provide interpretive services for enhanced enjoyment and resource appreciation.
- To provide visitor services in as safe a manner as possible.

Further information on these objectives is provided in the Prospectus and in the following subfactors.

Questions:

Subfactor 2(a). High Quality and Skilled Employees.

Specific employee requirements are presented in the Draft Contract, Exhibit B, Draft Operating Plan.

1. Recruiting Employees. Describe the policies you will implement to attract and hire high quality, skilled, and motivated employees.

2. Retaining Employees. Describe the policies you will implement to retain high quality, skilled, and motivated employees.

Subfactor 2(b). Client Education.

Note to Offeror: This Subfactor concerns the objective that relate specifically to the quality of interpretive services provided clients for enhanced enjoyment and resource appreciation. Objectives to enhance the interpretation of the Grand Canyon from an American Indian perspective are addressed under Secondary Selection Factor 2. Please avoid overlap between your response here and your response to Secondary Selection Factor 2.

The Service expects the Concessioner to interpret natural and cultural resources to clients to instill in them an appreciation of the Park. Interpretive responsibilities, themes, and visitor experience goals are identified in the Draft Contract, Exhibit B, Draft Operating Plan, Section III. B. Interpretive Service and in the Colorado River Management Plan. It is the goal of the Service to provide every visitor with multiple opportunities to learn about the features of the Park and its significance.

1. Interpretation Training for Employees. Please outline how you will train your employees to provide information to clients and interpret to clients the purpose and significance of natural and cultural resources of Grand Canyon National Park and its surrounding area and the importance of protecting them.

At a minimum identify:

- Training subjects
- Types of training
- Qualifications of trainers
- Source materials
- Type of staff positions to be trained
- Frequency of training
- How you will document that training occurred and who participated.

2. Interpretive Messages. Describe the information that you will provide to clients and the medium and format in which this information will be presented (i.e., general discussions with clients, interpretive stops along the river, evening campfire talks, etc.).

Subfactor 2(c). Client and Employee Safety.

The Service expects the Concessioner to promote a safe environment for guided Colorado River trip clients and employees. In 2005, commercial Colorado River trip operations resulted in helicopter evacuations, trauma cases, and medical cases including accidents related to boats, hiking, falls, and insufficient water consumption.

1. Safety Policies and Procedures. Describe the policies and procedures you will implement to ensure the safety of your guided Colorado River trip clients and employees. Include information about the duties and responsibilities of your managers and employees

2. Safe Equipment. The Service expects the Concessioner to provide safe equipment for guided Colorado River trip clients and employees. Please describe your equipment maintenance program. When does equipment get inspected and repaired by the Concessioner? When does it get replaced? How do employees report deficiencies and what happens with this information?

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. Scoring: 0-5

Offeror's Organizational Structure. Describe the entity with which the Service will contract. Clearly define the Offeror's relationship to all superior and/or subordinate entities. Identify the entity, if one exists, that has the authority to allocate funds, and hire and fire management employees of the business entity that will hold the Concession Contract with the Service. If this entity is a public corporation with a Board of Directors, provide information about the makeup and selection of the Board. Identify a majority shareholder or shareholders with controlling interest, if either exists.

Using the Business Organization form provided at the end of Principal Selection Factor 3, identify the Offeror and each business organization, operator, and any parties involved in the management of the proposed concession operation. Use the form appropriate for your organization (Partnership or Sole Proprietorship form or Corporation/LLC form) and include all information necessary to make the relationships among parties clear. When completed, the Business Organization should convey the following information:

1. Identify the Offeror formally.
2. Explain the legal form and formal structure of the Offeror.
3. Identify and describe the owners of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interest.
4. Identify all related, subordinate, or superior business organizations and any other organizations, contractors, or subcontractors that will have a significant role in managing,

directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice.

5. Identify how long the Offeror has existed as a legal entity.

Note to Offeror: To assist in the evaluation of proposals under this and other selection factors, please provide the above information regarding your organizational structure. The Service will not evaluate this information for selection purposes, but will use it to assess responses to the various selection factors.

Questions:

Subfactor 3(a). Organization and Personnel.

Demonstrate that your organization is structured and staffed to effectively carry out the responsibilities of the Draft Contract by providing the following information:

1. Organization Chart. For this business opportunity, please provide an organization chart showing key management personnel positions. For both peak and off peak seasons, clearly; a) outline the organizational structure you intend to use to manage and execute the services, b) state the number of people that you will employ, and c) state the responsibilities of each employee.

2. Functions and Qualifications of Key Positions. Please describe the functions and qualifications of key positions you will employ for each of the following positions. Include duties, number of people supervised, relevant experience, minimum qualifications, certifications (if applicable), special skills, and education in a consistent format. If a single person will fill multiple positions, describe what percentage of their time will be dedicated to each task.

- Corporate officer(s)/executive(s) with responsibility for directly supervising the general manager or any other member of the management team for this Draft Contract.
- General Management Team.
- Department and/or area manager(s) (e.g., general manager, river operations manager, equipment manager).
- Environmental manager.
- Safety manager.

3. Manager(s)/Trip Leaders. Please state the decision-making authority of manager(s) and trip leaders and identify the person with whom the Service will deal regarding day-to-day operations and issues.

Subfactor 3(b). Past Experience in the Operations Required by the Draft Contract.

Please describe up to three examples of the Offeror's experience in the operation and management of guided whitewater river trips for the public within the last ten (10) years. For each operation, please provide the following:

- Name and location of operation.
- Time frame of experience.
- Role in the operation.
- Types of guided river trips (for example, one day, multiple day whitewater and/or clam water trips).
- Auxiliary services related to the business operation (for example, escorted hiking, transportation, food service).
- Interpretation of natural and cultural resources (if any).
- Training normally provided to and certification normally held by guides.
- Operating season and hours.
- Number of employees during high and low seasons.
- Average annual number of transactions.
- Annual gross receipts.
- Any special operating conditions (access, environmental concerns).

**BUSINESS ORGANIZATION
PARTNERSHIP OR SOLE PROPRIETOR**

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID #	
Form of Business:	
<input type="checkbox"/> Partnership	<input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Other (please describe) _____
Years in Business	

OWNERSHIP			
Names and Addresses of Each Partner or Sole Proprietor	Percentage of Ownership	Current Value of Business	Role in Providing Concession Services

Attach:

- 1 Partnership Agreements or Joint Venture Agreements.
2. Any other information necessary to answer the questions posed in Principal Selection Factor 3. Offeror's Organizational Structure.

**BUSINESS ORGANIZATION
CORPORATION/LLC**

Complete separate form for the submitting corporation and the parent corporation (include all partners in a joint venture).

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Incorporation	
Date of Incorporation	

OWNERSHIP	NUMBER AND TYPE OF SHARES OR PERCENTAGE OF OWNERSHIP	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest or key principals of corporation		
Total of All		
Total Shares Outstanding		

CORPORATE OFFICERS AND BOARD OF DIRECTOR	ADDRESS	TITLE AND/OR AFFILIATION

Attach:

1. Corporate Charter (Bylaws).
2. Articles of Incorporation/LLC agreement.
3. Certificate from state of incorporation indicating that the corporation is in "Good Standing."
4. Any other information necessary to answer the questions posed in Principal Selection Factor 3. Offeror's Organizational Structure.

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. Scoring: 0-5**Note to Offeror:**

- If you are not familiar with making these types of projections, you are encouraged to consult an accountant or business advisor.
- In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror, including all partners in a joint venture, and the proposed Concessioner. Also describe the Offeror's financial relationship to the proposed Concessioner.
- Information submitted under any individual principal selection factor and/or subfactor may be used by the Service to evaluate other subfactors.
- This Prospectus advertises multiple Concession Contracts. If you submit proposals for more than one specified Contract the Service will review each of your proposals on both an individual and an overall basis. This is to ensure that you have adequate financing, assets, managerial and operational supervision, and/or staffing available in the event you are awarded more than one of the Contracts.

Questions:

Subfactor 4(a). Financially Sound. Demonstrate that you have a credible, proven track record of meeting your financial obligations by providing the following:

1. Business History Information. Use the Business History Information form provided at the end of this section.

2. Financial Statements. Audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Financial statements should be provided for the Offeror and all parent companies. Personal financial statements must be provided for any owners of a sole proprietorship or general partners within a partnership. If the requested information is not available or not representative of your financial history, present an explanation in sufficient detail to enable a reviewer to fully understand the reasons why, and provide comparable evidence, accompanied by a description, of your financial track record.

3. Current Credit Report. A current credit report (within the last six months) from a major credit reporting company such as Equifax, Experian, or Dunn & Bradstreet.

Subfactor 4(b): Financially Viable. Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:

1. Acquisition and Start-up Costs. Provide your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Cost form included in the Excel spreadsheets provided (a sample of this form is located at the end of the Proposal Package). Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

2. Income and Cash Flow Statements. Using the Excel spreadsheets provided in the Appendix (samples of these forms are located at the end of the Proposal Package), provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Draft Contract.

Additional general notes regarding the provided forms in the attached Appendix:

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in Generally Accepted Auditing Standards (GAAS) with regard to prospective financial statements. The Service does not request that the prospective financial statements be reviewed in accordance with GAAS. In situations where the information requested departs from GAAS, the Service requests that the information be provided in the format requested and not in conformance with GAAS.
- You may expand on the information requested on the form, but do not provide less, do not reduce the captions (line-items) called for, and do not change the order of items.
- Do not add or eliminate rows on the Excel spreadsheets provided in the Appendix. Columns should not be deleted; however, columns may be added to adjust the number of years to the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables.
- For the purpose of the proforma statements utilize the calendar year as the fiscal year.
- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to fully understand how the estimates were determined.
- Complete all of the forms provided and submit both a hard copy and an Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score. Use the electronic version of the Operating Assumptions and Prospective Income Statement form provided in the Appendix. The financial basis of any projections that show significantly increased revenues and/or decreased expenses from the projections provided in the Prospectus should be fully explained.

Subfactor 4(c). Availability of Funds to Acquire and Operate the Concession. Demonstrate your ability to obtain the required funds by providing credible, compelling documentation. Fully explain the financial arrangements you propose, using the following guidelines:

1. Funds from Operating Cash Flows. If funds are to be obtained from operating cash flows, document each source and availability of these funds by referencing your previous and current audited financial statements.

2. Funds from Lending Institutions. If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide financing agreements, letters of commitment or similar supporting documents. Also, include a letter (addressed to the Service from the lender), which provides compelling documentation as to the likely amount of funds available to the Offeror at the start of the Draft Contract. Include the lending institution contact name on the letter and authorize the lending institution to release any information to the Service concerning relevant financing arrangements.

3. Funds from Individuals. If funds are to be obtained from an individual, or a corporation whose primary fund source is an individual, provide the following as appropriate:

- Current personal financial statement for the primary source of funds.
- Documentation of any assets to be sold.
- Written funding commitment from the individual or corporation.
- Any other assurances or documentation that makes a compelling demonstration that the funds are available.

4. Funds from Working Capital Liabilities. If funds are to be obtained from working capital liabilities (such as advanced deposits or accounts payable), please provide an estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

5. Funds from Other Sources. If funds are to be obtained from another source (i.e., a corporation whose primary fund source is not an individual), provide the following as appropriate:

- Written funding commitment from the fund source.
- Any other documentation that is necessary to create a compelling demonstration that the funds required to operate this business opportunity are available.

Business History Information
Principal Selection Factor 4, Subfactor 4(a)

Business History Information should be provided for the Offeror and all parent companies.

1. List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past 10 years. (If none, please indicate.)

Name of Property	City, State	Property Type	Approximate Loan Amount	Lender	Year of Event

Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.

2. Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the Offeror.

PRINCIPAL SELECTION FACTOR 5: THE AMOUNT OF THE PROPOSED FRANCHISE FEE AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. Scoring: 0-4

The minimum franchise fee acceptable to the Service is a sum equal to:

4% of Gross Receipts for Gross Receipts between: \$0 and less than \$500,000 plus
8% of Gross Receipts for Gross Receipts between: \$500,000 and less than \$1,000,000 plus
12% of Gross Receipts for Gross Receipts between: \$1,000,000 and less than \$2,000,000 plus
18% of Gross Receipts for Gross Receipts exceeding: \$2,000,000

Please refer to the Prospectus, Business Opportunity, Section 5.4. National Park Service Financial Analysis for an example showing how to apply this formula to calculate the franchise fee.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service, and, accordingly, generally will result in a higher score under this selection factor. However, consideration of revenue to the Service is subordinate to the objectives of protecting, conserving, and preserving resources of the Park and of providing necessary and appropriate visitor services to the public at reasonable rates.

If the Offeror submits a proposal for a higher franchise fee, your proposal must ensure that the Offeror has adequate financial capability in the event the Offeror is awarded the Contract.

Subfactor 5(a).

1. Minimum Franchise Fee. Do you agree to pay the minimum franchise fee of a sum equal to:

4% of Gross Receipts for Gross Receipts between: \$0 and less than \$500,000 plus
8% of Gross Receipts for Gross Receipts between: \$500,000 and less than \$1,000,000 plus
12% of Gross Receipts for Gross Receipts between: \$1,000,000 and less than \$2,000,000 plus
18% of Gross Receipts for Gross Receipts exceeding: \$2,000,000

YES _____ NO _____

2. Offer of Higher Franchise Fee. If you offer to pay a higher franchise fee than the minimum set forth above, please state what additional amount you agree to pay as a higher franchise fee for each proposed tier (i.e., 2.0% additional franchise fee), Do not suggest different or additional tiers.

Gross Receipt Range	Minimum Franchise Fee Required (% of Gross Receipts)	<u>Additional</u> Franchise Fee Proposed (% of Gross Receipts)	<u>Total</u> Proposed Franchise Fee (% of Gross Receipts)
\$0 and less than \$500,000	4%		
\$500,000 and less than \$1,000,000	8%		
\$1,000,000 and less than \$2,000,000	12%		
Exceeding \$2,000,000	18%		

SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION, AND PRESERVATION OF PARK AREA AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. Scoring: 0-3

Note to Offeror: The subfactors for Secondary Selection Factor 1 focus on environmental management programs and activities that promote general environmental objectives such as fuel efficiency, waste reduction, and recycling. Please avoid overlap between your response here and your response to Principal Selection Factor 1.

Questions:

Subfactor S1(a). Energy Conservation and Air Quality Management.

Technology is evolving so engines are becoming more fuel-efficient, alternative fuels are becoming more viable, and fewer emissions are being emitted to the air and water.

1. Energy Conservation. Please describe the steps you will take to conserve energy resources (e.g., gasoline, oil, and propane) in the conduct of your operations. How will you commit to incorporate the use of alternative fuels into your Park operations?

2. Air and Water Quality Management. How will you commit to reducing emissions from boat, vehicle, and other operations that affect air and water quality in the Park?

Subfactor S1(b). Waste Reduction.

Solid waste reduction is an objective of the Service. Solid waste disposal is a major environmental issue and can be a costly disposal challenge. The Concessioner should actively work to reduce the amount of trash and waste generated and to acquire products with consideration given to the ability to reuse or recycle the product and its packaging.

Please describe the commitments you will make to reduce solid waste in your operations. Examples include minimizing the use of disposable serving products used in food service operations, packaging, leftover food, and changing product lines to ensure that more products can be recycled.

Subfactor S1(c). Recycling.

Please describe the recycling measures you commit to in the conduct of your operations. Products to be recycled could include, but are not limited to, antifreeze, motor oil, aluminum, paper, newsprint, cardboard, bimetals, plastics, and glass.

SECONDARY SELECTION FACTOR 2. INTERPRETATION OF THE GRAND CANYON FROM THE PERSPECTIVE OF AMERICAN INDIAN TRIBES.
Scoring: 0-3

This secondary selection factor seeks information on how the concession operation will enhance interpretation of the Grand Canyon from an American Indian perspective. Numerous American Indian tribes attach religious and/or cultural significance to areas of traditional importance in the Grand Canyon.

Questions:

Subfactor S2(a). Interpretation of the Grand Canyon from the Perspective of American Indian Tribes.

The Service is committed to enhance visitors' opportunities to learn about the natural systems, history, archeology, and the Grand Canyon from the perspective of American Indian tribes. The Environmental Impact Statement for the 2006 Colorado River Management Plan calls for enhanced interpretation of the Grand Canyon from the perspective of American Indian tribes that have historical ties to the Grand Canyon and are culturally affiliated with it, especially if such interpretation is provided by a member of a culturally affiliated tribe employed by the Concessioner.

Please state how you will accomplish this goal by answering the following questions:

1. Interpretation Training for Concessioner Staff. Please outline the staff training you will institute to ensure effective interpretation of the Grand Canyon from the perspective of American Indian tribes. At a minimum identify:

- Training subjects
- Types of training
- Qualifications of trainers
- Source materials
- Type of staff positions to be trained
- Frequency of training
- How you will document that training occurred and who participated.

2. Describe Interpretive Programs. Please describe the development and presentation of interpretive information, materials, and programs that will assist clients to understand and appreciate the American Indian perspective of the natural and cultural resources of the Grand Canyon. Your response must address the unique relationship American Indian tribes maintain with the Grand Canyon, history of affiliated American Indian tribes of the region, understanding of tribal boundaries (modern and ancestral) to address concerns about trespass onto tribal lands, recognition of tribal sovereignty in the Grand Canyon, and nation to nation relationships.